

**Department of Ecology**  
**Human Resources Management Report**  
Executive Summary - October 2006 Report -- Revised March 2007

Measurement	Statewide	Agency	Comments
<b>Plan &amp; Align Workforce</b>			
▪ Percent managers with current performance expectations for workforce management		100%	Statewide: percentage not available
▪ Management profile:			
• Percent workforce that is coded as "Manager"	9.4%	16.6%	
• Percent workforce that is WMS	8.3%	11.4%	
• Percent WMS that is			
➤ Manager	73%	81%	
➤ Policy	8%	3%	
➤ Consultant	19%	16%	
▪ Percent employees with current position descriptions	67%	94%	Statewide: percentage is an estimate
<b>Hire Workforce</b>			
▪ Days to fill job vacancies			Data not available until 4/07
▪ Candidate quality ratings			Data not available until 4/07
▪ Hiring balance (% types of appointments)			Agency: Data from FY 2006 (281 appointments)
➤ Promotions	29%	27%	
➤ New hires	32%	48%	
➤ Exempts	8%	7%	
➤ Transfers	26%	16%	
➤ Other	6%	1%	
▪ Percent separation during post-hire review period	9.7%	10%	Statewide: percentage is an estimate. Agency: 8% of new hires, 2% of promotions
<b>Deploy Workforce</b>			
▪ Percent employees with current performance expectations	64%	94%	Agency: Data from 2005 Annual Review (10/1/04 – 9/30/05)
▪ Employee survey "productive workforce" ratings (on a scale of 1 to 5)	3.8	3.9	
▪ Overtime usage:			
• Average overtime hours	8.2 hours	1.6 hours	
• Average number employees receiving overtime (per capita, per quarter in FY06)	25.9%	6.1%	
▪ Sick leave usage			
• Average sick leave use (per capita, per quarter in FY06)	17.9 hours	17.2 hours	
• Average sick leave for those who used sick leave (per quarter in FY06)	22.7 hours	21.2 hours	
▪ Number of non-disciplinary grievances filed (FY06)	769	20	
▪ Number of non-disciplinary appeals filed (FY06)	131	0	
<b>Develop Workforce</b>			
▪ Percent employees with current individual training plans	64%	94%	Statewide: percentage is an estimate Agency: Data from 2005 Annual Review (10/1/04 – 9/30/05)
▪ Employee survey "training & development" ratings (on a scale of 1 to 5)	3.7	3.8	
<b>Reinforce Performance</b>			
▪ Percent employees with current performance evaluations	63%	94%	Statewide: percentage is an estimate Agency: Data from 2005 Annual Review (10/1/04 – 9/30/05)

# Department of Ecology Human Resources Management Report

Executive Summary - October 2006 Report -- Revised March 2007

Measurement	Statewide	Agency	Comments
<ul style="list-style-type: none"> <li>Employee survey "performance &amp; accountability" ratings (on a scale of 1 to 5)</li> </ul>	3.7	3.8	
<ul style="list-style-type: none"> <li>Number of formal disciplinary actions taken</li> </ul>	451	5	Statewide: total actions Agency: 1 dismissal, 4 letters of reprimand
<ul style="list-style-type: none"> <li>Number of disciplinary grievances filed</li> </ul>	227	5	Statewide: total actions
<ul style="list-style-type: none"> <li>Number of disciplinary appeals filed</li> </ul>	23	0	Statewide: total actions
<b>Ultimate Outcomes</b>			
<ul style="list-style-type: none"> <li>Employee survey "Employee Commitment" ratings (on a scale of 1 to 5)</li> </ul>	3.6	3.7	
<ul style="list-style-type: none"> <li>Statewide turnover percentages (leaving state service)</li> </ul>	9.4%	9.8%	Statewide: Leaving state service Agency: Leaving agency

<sup>1</sup> This state-wide summary is not a final report. The Department of Personnel and agencies encountered challenges with the data and definitions. The information provided is accurate, but should be viewed as an initial point of discussion. The April 2007 version will resolve these difficulties.